

Service: Ohana Conferencing

Section 2

Service Specifications

I. Introduction**A. Background**

The Department of Human Services, Social Services Division, Child Welfare Services Branch (CWS) provides social and case management services to children and their biological, extended, foster, or adoptive families to ensure safe, nurturing, and permanent families for Hawaii's children.

B. Purpose or Need**1. Purpose**

The Department of Human Services is seeking proposals to provide families the opportunity to devise and implement an individualized plan and agreement through the use of a family group decision model called Ohana Conferencing.

The Department of Human Services is seeking proposals to provide a reliable and coordinated array of service activities in support of the Department's mandate to protect children who have been harmed or threatened with harm by their families.

2. Planning Activities (check all that apply):

☐ Information from fundors (legislature, federal agencies, private foundations, etc.) on funding terms and conditions;

☐ Information from other state agencies on services to the same target group;

☒ Views of service recipients and community advocacy groups on conditions affecting achievement of desired goals;

☒ Views of provider organizations on how to improve service specifications; a request for information (RFI) process may have been used for this purpose;

☒ Information from POS monitoring and other reports for current contracts; and

☐ Other data (socio-economic and health trends, waiting lists for services, client satisfaction surveys, etc.).

B. Description of the goals of the service

The goals of service reflect the three broad outcome domains in the continuum of child welfare services: safety, permanency, and child and family well-being. The goals of the Child Welfare Services Branch are:

1. Reduce the recurrence of child abuse and/or neglect
2. Reduce the incidence of child abuse and/or neglect in foster care
3. Increase permanency for children in foster care
4. Reduce time in foster care to reunification without increasing re-entry.
5. Reduce time in foster care to adoption
6. Increase placement stability
7. Reduce placements of young children in group homes or institutions

Service activities shall be based on the principles of family-centered, strengths/needs-based practice. The guiding principles of family-centered based practice in the Child Welfare Services Branch are:

1. The safety of children is the paramount concern that must guide all child welfare services and when making service provision, placement, and permanency planning decisions.
2. Reasonable efforts to maintain and reunify families are important. However, when it is determined that the child's safety in the family cannot be assured due to certain aggravated circumstances or after a period of 12 months of service activities, the Department shall move towards a permanent placement for the child. Thus, risk and safety assessment skills are important in maintaining the quality of decision-making in child welfare services.
3. Family crises provide opportunities to the families to address problems. When timely, high quality, and appropriate services are provided to families in crisis, family members, Child Welfare Services Branch staff, and Family Courts are able to make informed decisions about biological, foster, or adoptive parents' ability to protect and care for their children.
4. If children cannot remain safely in their homes, foster care and other temporary placements must consider each child's need for attachment. Every child needs enduring relationships with adults and needs to belong to a family. If safety cannot be assured with the biological family, children are entitled to safe, nurturing, permanent families.
5. Service activities must be comprehensive, coordinated, and collaborative and provided in all designated geographic areas under the contract.

6. Service activities must be developed in partnership with families and should be competent, culturally appropriate and responsive to the strengths, needs, values and preferences of each child and family, and delivered in a manner that is respectful. Service activities must address the physical, social, emotional, and educational needs of the child and the family's ability to protect the child. Service activities must provide clear and attainable goals and objectives for each participant.
7. Service activities must empower families to help themselves and to gain and maintain mastery and control over their ability to protect their children.

D. Description of the target population to be served

Children who are reported to the Department as harmed or threatened with harm by a family member.

E. Geographic coverage of service

Statewide to cover the following geographic areas:

1. Kauai
2. Maui, including Lanai and Molokai
3. Oahu
4. Island of Hawaii:
 - a. East Hawaii
 - b. West Hawaii

F. Probable funding amounts, source, and period of availability

The contract will be for six (6) years with funding anticipated to be \$3,156,400.00 per year subject to the availability of such funds. Funds are currently available for the initial biennium from July 1, 2010 to June 30, 2016.

II. General Requirements

A. Specific qualifications or requirements, including but not limited to licensure or accreditation

1. The provider must provide time-limited, protection focused service activities when referred by the Department's staff.
2. The provider must provide service activities in concurrence with the Department's statutory mandate under 45 CFR 1340, Hawaii Revised Statutes Chapters 346, 350, and 587, and Hawaii Administrative Rules and Departmental procedures. The provider must provide services in concurrence with the philosophy and treatment goals related to the safety of children and the family's ability to be protective of the child.

3. The provider must develop from the Ohana Conference, with the family, an individualized family agreement plan that is consistent with the Department's family case plan that provides clear goals and objectives based on specific outcome expectations for the following four competency areas.
 - a. The family's ability to protect the child (current)
 - b. The family's ability to meet the child's needs (current)
 - c. The family's ability to problem-solve (current)
 - d. The family's ability to maintain the safety of the child (future)
4. The provider must be able to implement written policies and procedures to assure the program's capacity to deliver services to those clients with minimal English speaking abilities or physical limitations.
5. The provider must provide this service to children and families on weekends and evenings to accommodate families' work hours.
6. The provider must assure and be responsible for the provision of service activities throughout the geographical area. Recruitment of staff from the specific geographic area is preferred.
7. The provider must assure and be responsible for the continuity of service activities by providing full service activity in the event of staff illness, medical emergencies, vacancies, or other situations that result in program resources that are less than proposed and contracted for. The provider must not require nor depend on the Department's staff to provide service activities in the event that program resources are not available due to the above situations.
8. The provider must assure that all staff meets the minimum educational requirements as required by the Department.
9. The provider must evaluate its program by using credible and tested measurement tools for program effectiveness in achieving outcomes.
10. The applicant shall comply with the Chapter 103F, HRS, Cost Principles for Purchases of Health and Human Services identified in SPO-H-201 (Effective 10/1/98), which can be found in the POS Manual.

B. Secondary purchaser participation
(Refer to §3-143-608, HAR)

No secondary purchases are planned. However, after-the-fact secondary purchases may be allowed upon approval of the Department and pursuant to §3-143-608 HAR.

C. Multiple or alternate proposals

(Refer to §3-143-605, HAR)

 Allowed X Unallowed**D. Single or multiple contracts to be awarded**

(Refer to §3-143-206, HAR)

 x Single Multiple Single & Multiple**E. Single or multi-term contracts to be awarded**

(Refer to §3-149-302, HAR)

 Single term (< 2 yrs) x Multi-term (> 2 yrs; specify:)

The term of the contract will be six (6) years subject to the availability of funding and satisfactory performance.

F. RFP contact person

The individual listed below is the sole point of contact from the date of release of this RFP until the selection of the winning provider. Written questions for which a written response is desired should be submitted to the RFP contact person and received on or before the day and time specified in Section I, Item IV (Procurement Timetable), of this RFP. Oral questions will be addressed through the deadline for submission of proposals.

Contact Person: Suzanne Hull

Phone: 586-5697

Fax: 586-4806

III. Scope of Work

The scope of work encompasses the following tasks and responsibilities:

A. Service Activities (Minimum and/or mandatory tasks and responsibilities)

An Ohana Conference is a family driven model of engaging and empowering families in making decisions and developing an individualized family safety plan that protects and nurtures their children. It is based on the philosophy that when a family is informed and empowered, they will be in the best position to successfully participate in the resolution of the risk issues being identified. An Ohana conference supports the development of a partnership between the child's family, the social worker, and community support people. An Ohana conference

includes a re-conference to assure that the agreement created at the first conference is working and to provide the family an opportunity to stay engaged in the decision making process.

The Ohana Conference Model

Once a Department social worker determines that a family may benefit from and is willing to participate in, an Ohana Conference, a referral is made to the project coordinator to facilitate and set up the conference. Prior to the referral, the parents are informed that the conference is for the protection of the children and that the children are entitled to the care and protection of their extended family, thus it is important to include as many of the extended family as possible. Ohana Conferencing begins with the provider's first contact with the family after a referral by the Department's social worker. The preparation process for the conference is a crucial part of developing positive communication between family members and professionals. If a family member is excluded or unable to attend the conference, input is requested from that family member for sharing at the conference. If the information is significant and relates to the safety of the child, the family member will be informed that the information will be shared at the conference with or without his or her consent. The presumption is that all family members will be invited and should participate in the conference.

Conferences are held within the community, at a time and place convenient for the family. Conferences are held in a site that is comfortable, can accommodate all family members, and affords the family privacy. Conferences should be coordinated as quickly as possible after a referral by the Department.

The Ohana Conference involves three parts:

- 1) Welcome, introductions and information sharing by the professionals and the family.
- 2) Private family time when the family members alone discuss the safety plans being discussed
- 3) Development and negotiation on the plan and agreement with the Department's worker.

A co-facilitation model is used at all Ohana Conferences. One facilitator moderates the conference. The other records family and professional input on an easel so that the family will have access to all the information discussed during the initial part of the conference when they are in private family time.

When possible, one facilitator should be a community member, who has been trained in facilitation and is familiar with the resources available in the community. This person should be a person committed to their community, involved in community activities, and demonstrates cultural competence.

The Department's social worker educates the family regarding agency procedures, responsibilities, alternatives, timelines, and consequences. The Department social

worker must also explain the concept of concurrent planning, and the need to also make a permanency plan for the child that will co-exist with the family service plan. The Department social worker needs to clearly communicate the facts of the case, the safety issues for the children, the legal responsibilities and time constraints of child protective services, and the consequences to the family if safety for the children is not provided within the time frame cited.

The provider will utilize the Ohana Conferencing procedures developed by the Department of Human Services and detailed in the Ohana Conferencing Manual.

The Department social worker should also identify any culturally appropriate resources and services that are accessible to the family. Any other professionals that are at the conference are to share what community resources are available. The family is also made aware of what the community limitations might be to those resources (such as medical insurance issues.)

The family members, and only the family members, then participate in a private family time. The family meets alone to discuss all the shared information, which is provided in writing. They are encouraged to formulate recommendations for a plan that will address the specific identified risk needs of the family. They discuss placement of the child, if necessary, and identify available placement resources within the family.

After the family has completed its private time, the entire group will reconvene. The family's recommendations will be recorded in writing by the facilitator or recorder and read back to the group to ensure accuracy. The individualized family agreement must be approved by the Department's social workers to insure that the plan addresses the safety of the child. Once the plan is agreed to and approved, the service provider will send a copy to all Ohana Conference participants.

The Department's social worker is responsible to follow-up and implement the plan.

The provider will re-conference cases to assure the efficacy of the agreement and the continued involvement of families as partners in the child protective case. Re-conferences may also be requested for the following reasons:

- a. When it was agreed in the first conference to review progress within 3-4 months to determine if reunification plans are on track or if permanency plans need to be implemented, and adoption or guardianship by the family is to be initiated.
- b. For voluntary foster custody cases which are referred for Ohana conferencing and where the child remains in out of home placement, re-conferencing is required prior to the 100th day from the child's removal to ensure the child's safe return to the family home or to ensure that the department obtain a court order for foster custody with the federal judicial language prior to the 180th day.

- c. For non-voluntary foster custody or temporary foster custody cases which are referred for Ohana conferencing, an Ohana conference will preferably be held within 30 days of the date that the department assumes placement responsibility of the child. Re-conferencing of cases will be done at least once prior to the 180th day from the child's removal to review the efficacy of the first agreement and to support the partnership between the family, community, and the Department.

Specific Service activities

- a. Accept referrals from Department staff.

Families determined to benefit from an Ohana Conference will be referred by the Department's social worker. Participation is voluntary and must be agreed to by the family prior to the family's referral to the project coordinator. Case management responsibility remains with the Department. The Department's social worker shall continue to elicit case details and family background and work with the project coordinator to ensure that as many significant family members, as possible, are included. The Department's social worker and the project coordinator may mutually determine, after additional information is gathered, that the family is not appropriate for an Ohana Conference at the time of referral.

- b. Coordinate the conference.

Conferences shall include nuclear and extended family members and/or significant others. The goal of the Ohana Conferences is that the majority of participants are family members. If a family member is excluded or unable to attend, that member's input is sought for sharing at the conference.

Contact is made by telephone with the family. Agreement to participate in the Ohana Conference is solicited, including that all parts of the conference will be confidential to the extent that the child's safety is protected.

Children may be included in the conference. The Department social worker, the project coordinator, the family, and the guardian ad litem (if one has been appointed), and the child's therapist will jointly decide if it is in the best interest of the child to participate in the conference.

Conferences will be held in sites that are comfortable and private and that can accommodate the needs of the family, including infants and children. Refreshments must be provided for the participants.

- c. Facilitate the conference.

At the conference, the provider is responsible for conducting and facilitating the meeting to insure that all family members have the opportunity to share information and be involved in the discussion process. The provider is to insure that a co-facilitator is present to record the ideas and information for the family's use during the family's private time. The provider is to insure that all aspects of the Ohana Conference model are followed.

- d. Assist with the individualized family agreement plan, as developed by the family and the department social worker, at the conclusion of the conference.

After the family has recommended an individualized family plan during the family's private time, the Department social worker may either: a) agree with the plan and participate in the plan's implementation or b) negotiate with the family to develop a plan that the Department social worker believes is safer for the child. If no plan is agreed upon, then the matter will then be brought to a family court judge.

The agreement with the family may include temporary placement goals of foster custody (with a non-relative), kinship care (with a relative), or long term, permanency goals of adoption or guardianship by family. Also included in the plan will be services for the parents or any other matter that the family decides is necessary for the child's safety. Each individualized plan will include the specific services required for the parents and specific and measurable duties expected of the parents and the social workers.

- e. Recruit and train community facilitators and coordinators.

The Ohana Conferencing model is unique among the various family group conferencing projects nationwide in that it utilizes a community facilitator. The concept is to involve the community when a child is in need of protection. The community facilitator represents the concern and the commitment of the community to the family and to the children. The community facilitator is a person who is well versed in the resources available in the community both in terms of formal, more traditional resources, and informal networks of support. This contribution to the family is a critical element of the model.

There must be ongoing recruitment of community facilitators. These facilitators must be trained to conduct Ohana Conferences. Facilitators will understand the purpose and philosophy behind Ohana Conferencing. They will also develop recording and facilitation skills including communication skills, management of group dynamics, and tools of facilitation. Facilitators will be trained in agreement writing and understanding the role of the community in Ohana Conferencing. This training must be comprehensive and include instruction, observations, mentoring, co-facilitation and quality assurance.

- f. Train Department CWS staff on the Ohana Conferencing model.

Training must be provided to Department CWS staff to promote a level of communication and cooperation that is highly effective. The provider is to develop a training schedule for new Department CWS staff and community workers throughout the year. Training shall include the process and the use of a mediator/facilitator in family/group discussions. It will also include the purpose and philosophy of Ohana Conferencing, the DHS model, which includes the referral and conferencing process.

- g. Coordinate the development of policies and procedures with the Department to implement Ohana Conferencing.
- h. Facilitate adoption, legal guardianship proceedings or change of custody for children who are the department's placement responsibility under Hawaii Revised Statute 587.

The provider will provide legal services for adoptions and legal guardianships as agreed to by the participants in the Ohana Conference and the Department social worker when parents voluntarily decide to allow adoption or guardianship of the child to another family member, who has been determined to be able to provide a safe, permanent home.

Youth Circles

Target population

Youth aged 16 years and older who are currently or were formerly in foster care with DHS.

Scope of Service

Youth circles are based on the family decision making model. Process goal is to support and assist youth in making a successful transition to independence by bringing together the youth and supporters and resources to develop a plan for the youth's transition. Youth circles are solution focused and youth driven. Specific goals of youth circle process are to:

- Increase youth's ability to be self-determined and self-sufficient
- Prepare youth to focus on their own successful transition to independence
- Develop/foster communication between the youth and the circle of support
- Create individualized, outcome driven transition plans with the youth.

Current Youth circle process includes:

- Information gathering, identification of needs and desires, initial brainstorming regarding resources/options. Participants include youth, facilitator, and individuals who can provide support and represent various resources

- Private time for youth to begin review of needs, resources and development of transition plan
- Presentation and refinement of transition plan

Family Finding /Family Connections

Target Population

- Children in foster care with DHS who are not living with relative or kin. Priority will be given to children aged birth to three years.
- Children in permanent custody with DHS who have no permanent family connections.

Scope of Service

- Family finding activities including but not limited to case mining, internet searches
- Family connections services including but not limited to case management support to assure family meetings and activities to build family connections between child/youth and newly identified relatives/kin.
- Training and support for CWS staff regarding Family Finding services
- Continued support/facilitation of a consortium of non-governmental agencies that provide family finding services, adoptive home recruitment, placement and support for children in permanent custody with DHS.

B. Management Requirements (Minimum and/or mandatory requirements)

1. Personnel

- a. Staff should have the educational qualifications and necessary training to provide the activities requested.
 - b. The staff attorney shall have a law degree earned at an accredited law school. The individual must have considerable experience in family law and have the ability to provide representation to clients to complete adoption, guardianship, paternity, and other custody actions. The attorney must have relevant training and experience in working with families whose children have been harmed or threatened with harm. The attorney must have experience in facilitation and/or mediation. The individual must have the ability to work cooperatively with social work, judicial, legal, and fiscal/clerical personnel and with representatives of other agencies and have the ability to plan and supervise work assigned to the staff of the program.
- A. Facilitators shall have at least a bachelor's degree earned in an accredited institution of higher learning. Individuals must have relevant training and

experience in working with families whose children have been harmed or threatened with harm and in facilitation and/or mediation. They must have the ability to work cooperatively with representatives of other agencies. They must have culturally relevant training that is specific to the community they serve. They must be able to competently write an Ohana conference agreement.

- B. Recorders shall have experience in the area of child abuse and neglect or related field. They must have relevant training and experience in working with families whose children have been harmed or threatened with harm and in recording information shared by participants during conferences. They must have the ability to work cooperatively with social workers and with representatives of other agencies. They must have culturally relevant training that is specific to the community they serve. They must be able to write legibly in such a way that participants can read what has been recorded. They must also be able to competently write an Ohana Conference agreement.
- C. Coordinators shall have at least a bachelor's degree earned in an accredited institution of higher learning. Considerable experience in the area of child abuse and neglect. Exceptional communication skills may be substituted for the educational requirement. The coordinator must have the ability to work cooperatively with social work, judicial, legal and fiscal/clerical personnel and with representatives of other agencies. They must have culturally relevant training that is specific to the community they serve.
- D. When disagreement between the provider staff and the Department's staff exists in regard to the performance of service activities within contracted specifications, the wishes of the Department of Human Services shall prevail. Failure on the part of the provider to comply shall be deemed cause for corrective action and subject to contractual remedies.

2. Administrative

The provider shall accept only families that have been referred by the Department of Human Services for Ohana Conferencing services under the terms of the contract.

3. Quality assurance and evaluation specifications

All contracts shall be monitored by the Department in accordance with requirements set forth by Chapter 103F, Hawaii Revised Statutes. Annual contract monitoring may include site visits with comprehensive evaluation of several areas of performance. These include review of conformance with standard contractual requirements, agency files, accounting practices, and case record keeping. In addition, ongoing contract monitoring shall include review of monthly and quarterly reports and periodic assessment of program effectiveness.

The provider must maintain throughout the term of the contract a system of self-appraisal and program evaluation for evaluating the effectiveness of the activities provided. The evaluation process must include tools or instruments to be used to identify client indicators of change, which are relevant to client outcomes and include a process for making improvements or taking corrective action based upon the evaluation findings.

4. Output and performance/outcome measurements

See Forms A, B, and C.

5. Reporting requirements for program and fiscal data

A. Required Program Reports:

Quarterly and year end reports shall be submitted in a format specified by the Department in which the provider summarizes major activities undertaken during the report period. Data to be reported includes the number of service units provided, the number of persons served, accomplishments of program outcomes and objectives, problems encountered, recommendations, and proposed future activities.

B. Required Fiscal Reports:

1. Providers will submit invoices in the format provided by the Department.
2. Quarterly and year end reports listing total expenditures of contract funds, contract revenues received, collections and expenditures from program income and/or other sources of funding.

6. Pricing or pricing methodology to be used

- Cost reimbursement where the State pays the contractor for
- x budgeted costs that are actually incurred in delivering the services
- _____ specified in the contract, up to a stated maximum contract amount.

Fixed rate where the State pays the contractor a set rate for a defined unit of service up to a stated maximum contract amount. The State and the contractor agree on the number of units of service to be delivered for the stated contract amount.

Negotiated rate where the State determines the number of units it needs and then negotiates with the contractor the total cost to provide all those units. The negotiated cost to deliver a set number of units allows a unit rate to be calculated.

7. Units of service and unit rate

Service unit is defined as the provision of one Ohana Conference which includes all of the required training, referral, convening activities, logistics, etc. that complete the conference.

FORM A - PEOPLE TO BE SERVED

ORGANIZATION: _____

PROGRAM/SERVICE: OHANA CONFERENCING

PEOPLE TO BE SERVED	BUDGET PERIOD	
	FY 11	FY 12
1. # of families on Oahu	310	310
a. # of trained community facilitators/recorders on Oahu	26	30
b. # of trained DHS social workers on Oahu	90	90
1. # of families on West Hawaii	56	56
a. # of trained community facilitators/recorders on West Hawaii	7	8
b. # of trained DHS social workers on West Hawaii	22	22
2. # of families on East Hawaii	44	44
a. # of trained community facilitators/recorders on East Hawaii	5	5
b. # of trained DHS social workers on East Hawaii	19	19
3. # of families on Maui, including Lanai and Molokai	32	32
a. # of trained community facilitators/recorders on Maui, including Lanai and Molokai	4	5
b. # of trained DHS social workers on Maui, including Lanai and Molokai	13	13
4. # of families on Kauai	24	24

PEOPLE TO BE SERVED	BUDGET PERIOD	
	FY 11	FY 12
a. # of trained community facilitators/recorders on Kauai	4	5
b. # of trained DHS social workers on Kauai	19	19
c. # of people served with Youth Circles on Oahu	275	275
d. # of people served with Youth Circles in East Hawaii	50	50
e. # of people served with Youth Circles in West Hawaii	25	25
f. # of people served with Youth Circles on Kauai	20	20
g. # of people served with Youth Circles on Maui/Molokai/Lanai	35	35
c. # of people served with Family Finding on Oahu	150	150
d. # of people served with Family Finding in East Hawaii	25	25
e. # of people served with Family Finding in West Hawaii	25	25
f. # of people served with Family Finding on Kauai	25	25
g. # of people served with Family Finding on Maui/Molokai/Lanai	25	25

FORM B – SERVICE ACTIVITIES

ORGANIZATION: _____

PROGRAM/SERVICE: OHANA CONFERENCING SITE: _____

SERVICE ACTIVITIES	BUDGET PERIOD	
	FY 11	FY 12
1. # of Ohana conferences on Oahu	900	900
2. # of Ohana conferences on West Hawaii	150	150
3. # of Ohana conferences on East Hawaii	275	275
4. # of Ohana conferences on Kauai	100	100
5. # of Ohana conferences on Maui, including Lanai and Molokai	100	100
6. # of trainings for DHS Workers on Oahu	16	16
7. # of trainings for DHS Workers on West Hawaii	4	4
8. # of trainings for DHS Workers on East Hawaii	4	4
9. # of trainings for DHS Workers on Maui, including Lanai and Molokai	4	4
10. # of trainings for DHS workers on Kauai	4	4
11. # of adoption petitions filed	55	60
12. # of legal guardianship petitions filed	30	35

FORM C - OUTCOMES

ORGANIZATION: _____

PROGRAM/SERVICE: OHANA CONFERENCING SITE: _____

OUTCOMES	BUDGET PERIOD	
	FY 11	FY 12
1. % of participants (families, social workers, community/agency workers) satisfied with conference	95%	95%
2. % of families not reported for harm or threatened harm of their children by the time of first re-conference	95%	95%
3. % of families in voluntary foster custody or voluntary family supervision status that did not require Family Court jurisdiction or intervention within 180 days of start of voluntary status.	50%	50%
4. % of families who participated in an Ohana conference within 30 days of removal and the outcome was reunification or another permanent placement decision was made in less than 12 months from time of removal.	75%	75%
5. % of families, under Family Court jurisdiction and who were set for trial, which did not require a trial as a result of the Ohana conference.	75%	75%
6. % of families, not under Family Court jurisdiction, that voluntarily completed the adoption, guardianship, or change of custody.	35%	35%